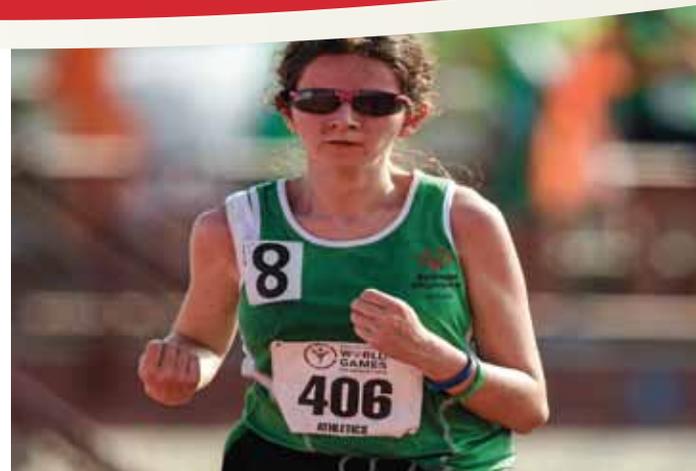


# Special Olympics Ireland Strategic Plan 2016-2020



SPECIAL OLYMPICS IRELAND  
STRATEGY 2016 - 2020

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## MESSAGE FROM CHAIRPERSON



Terry Buckley, Chairman

It is a privilege for me to serve as Chairperson of Special Olympics Ireland as we enter a new strategic period in the continuous expansion and development of the Special Olympics Programme in Ireland. For many years, I've witnessed the amazing impact of Special Olympics on the lives of persons with an intellectual disability and indeed the impact on their families and the thousands of volunteers that are so committed to the Programme.

I would like to take this opportunity to thank the multitude of stakeholders that both sustain and develop the Programme offered in Ireland. Through your dedication and efforts, our programme remains the leading light globally. I would like to thank our committed and skilled staff, our amazing volunteers, coaches and supportive family members. Our many funding partners and sponsors continue to demonstrate wonderful loyalty and support. On every level, the organisation is well placed to continue upwards and onwards over the period of this strategic plan.

## MESSAGE FROM CEO

I am delighted to present the Special Olympics Ireland Strategic Plan 2016 – 2020 which will guide us over the next five years. The plan is the end result of a very wide-ranging consultation process over a six-month period, involving athletes, families, volunteers, staff, funders and other stakeholders across the island. I welcome the appointment of Terry Buckley as Chairperson and I have no doubt that, under his stewardship, and with the commitment and dedication of his fellow members of the Board, that the organisation will go from strength to strength.

I'm pleased to report positive financial results at the end of 2015 following some very challenging years. The critical steps taken during 2014 to restructure the organisation, whilst painful, continue to have a very positive impact on the financial health of Special Olympics Ireland. As a result of these changes and, with the continued financial (and other) support of Sport Ireland and Sport NI, and a much improved yield from both sponsorship and fundraising activities, we start the new Strategy with a surplus of €0.6m in 2015 which was added to unrestricted reserves. Following an extended period of cost cutting and containment, the Board recognised the need for investment in the upcoming Strategy which is supported by a commitment to invest just over €1.0 million in capital projects from restricted reserves and a further €865,000 in new initiatives from unrestricted reserves. We continue to enjoy excellent relationships and support from Sport Ireland, Sport NI, the Northern Ireland Executive, the Department of Social Protection, the Health Services Executive, An Pobal, Iris O'Brien and JP McManus Foundations, Johnson & Johnson Group, Aer Lingus and a range of other corporate sponsors including Gala Retail Stores who became valued Games sponsors. In 2015 we celebrated a major milestone with newly branded eir Group. The staff, senior management and Board of eir Group raised an unbelievable additional €266,000 for Special Olympics in a very special effort to mark the 30th anniversary of our partnership. Thank you most sincerely for the part that you have played and continue to play in helping us to realise our on-going promise of changing lives. The Board and staff very much recognise the tireless effort of so many and the massive contribution you all make to the success of the Special Olympics Ireland Programme.



Matt English, CEO



## INTRODUCTION

Special Olympics Ireland, established in 1978, and affiliated to Special Olympics Incorporated, is open to persons with an intellectual disability (ID). The mission of Special Olympics is to provide year-round sports training and athletic competition in a variety of olympic-type sports for children and adults with intellectual disabilities, giving them continuing opportunities to develop physical fitness, demonstrate courage, experience joy and participate in a sharing of gifts, skills and friendship with their families, other Special Olympics athletes and the community.

Special Olympics Ireland has 9,217 registered athletes in the Programme who participate in weekly training sessions held in 348 clubs in local communities across the island of Ireland. Of the 348 clubs, 31 clubs operate within a Special School setting, 96 are run by various Service Providers and 221 are community-based clubs. The 348 clubs are supported by a magnificent team of volunteers, 3,954 of which are certified coaches. These coaches support and prepare the athletes for competition opportunities that range from seasonal leagues, interclub events to once-off tournaments and one-day competition events organised at Area and Regional level as part of the regular programme of activities, as well as official advancement competitions. Event volunteers run and manage all competition events.

In official advancement competition, an athlete, in order to be eligible to be selected to advance to the next level, must participate at each previous level, i.e. compete in Area competition to progress to Regional, compete in Regional to progress to Ireland level. From the Ireland level competition, athletes are selected to represent Ireland internationally at the Special Olympics World Winter and World Summer Games. Competition at Ireland level takes place in the year prior to a World Games.

The Special Olympics Programme is delivered through a club-based sports training programme offered at a community level. This club-based programme is one that many countries aspire to in Special Olympics around the world. It is the basis of so many athletes in leagues, interclub competitions and development days throughout the year and of Team Ireland's outstanding performance and achievements at the Special Olympics World Winter Games in South Korea in 2013, at the Special Olympics European Games in Antwerp in 2014 and at the Special Olympics World Summer Games in Los Angeles in 2015. The strength of Special Olympics is in the skill, dedication and commitment of its volunteer team, who work tirelessly to inspire, train and support our 9,217 registered athletes. Volunteers are the backbone of the movement.

Whilst we have a very well established programme across the island, we have areas for further focus and growth. Significantly, 25% our athletes are 40 years of age or more. Conversely, we have just 7.5% (704) aged 11 or under. Older athletes in clubs will need support to transition into age-appropriate activity and we need to engage younger athletes into the programme at an earlier age.

The health and well-being of athletes will continue to be a focus for the future. At the start of the previous Strategy, 23 clubs engaged in Health Promotion and, by the end of that Strategy, engagement increased to 135 clubs. With 348 clubs affiliated, we still have a significant task in educating and engaging with athletes, their families and club volunteers to promote greater awareness of health and well-being. To achieve the goals of the 2016-2020 Strategy, we will need the commitment of thousands of volunteers, athletes, clubs, our staff team and the continued support from our partners.



Welcome to the new 5-year Strategic Plan for Special Olympics Ireland. In the past 12 months, we have reviewed our previous Strategy, we have consulted widely with numerous stakeholders and we have invited feedback through face-to-face regional consultations, via our website and via email. We have engaged with our Board of Directors, our staff members and support organisations such as Sport Ireland and Sport Northern Ireland. This final Strategic Plan reflects our analysis of the feedback and contributions from the consultations, consideration of several strategic factors and review of the upcoming sports calendar for Competitions Events and Games within the next five years. The Plan includes new developments to address the needs of athletes, volunteers, clubs and the organisation. It reflects our drive to strengthen leadership, improve standards and delivery and meet governance and regulatory compliance. Our Strategic Plan tackles the opportunities and challenges we see in the years ahead, providing us with a framework to continue striving for positive change and tangible improvements in the lives of persons with an intellectual disability and their families in Ireland.

Over the next five years, we will continue to improve the opportunities that we offer to athletes and to ensure, through a quality experience, that athletes may perform at their best. The coach has a critical role in creating the right environment for the best possible experience and therefore, in our Strategy, we have set minimum standards and targets in coach education and training for the volunteers that coach our athletes. We will continue the development of Floorball and 7-a-side Football and look to develop Tennis as a new sport. We will seek to promote opportunities for athletes to engage in communities through interclub activities and through inclusive activities, where persons with and without an intellectual disability engage, train and socialise through sport.

We look forward to the relocation of Special Olympics Ireland, Leinster and Eastern Region, into our new office in the National Sports Campus during 2016. This relocation will provide a long-term home for the organisation into the future and place Special Olympics alongside the other National Governing Bodies of Sport in the campus in Abbotstown. Coinciding with the move to Abbotstown, we will make some timely and key investments in technology that will serve us well for many years to come and as we look to implement our 2020 strategy.

People and finance will play a critical role in leading towards successful achievement of our strategic goals. We will invest in our staff and in volunteers to build capacity; without people, we are powerless. We will develop a Volunteer Strategy that will help manage volunteers and give support to clubs, event teams and committees. Generating the funds to implement Strategy 2016-2020 will be a challenging task but we will work hard to secure sustainable funding.

We are excited to be introducing a Young Athlete Programme, an innovative Sports Play Programme that provides opportunities for young children 4-7 years old with an intellectual disability to be active, have fun and learn foundation sports skills. A renewed focus on Health and Wellbeing will feature strongly over the next five years.



## OUR VISION, GOALS AND OBJECTIVES

**Our Vision** *To drive and support a quality year-round sports programme that is embedded in local communities, resourced by vibrant and strong leaders, and offers health and well-being opportunities to athletes with an intellectual disability from 4 years of age upwards.*

**Goal 1:** *Enhance opportunities to enable athletes to participate and perform at their best*

- Objectives**
1. Improve the quality of Sports Programme offered
  2. Develop and promote opportunities for engagement and involvement of athletes
  3. Grow the Health and Wellbeing Programme to support athlete participation in sport and society

**Goal 2:** *Foster partnerships to drive a sustainable Special Olympics Programme and to build positive attitudes towards persons with an intellectual disability*

- Objectives**
4. Refine and enhance the Volunteer Programme to provide an appropriate level of resources and trained volunteers
  5. Garner and Improve external support and awareness through public relations, social media, celebrities and government engagement
  6. Maximize external impact of Games and competitions to showcase athletes' abilities and to garner support

**Goal 3:** *Build organisational capability to equip the organisation to respond effectively to current and future needs*

- Objectives**
7. Invest in Resources and Technology
  8. Strengthen Leadership, Governance and Program Excellence
  9. Generate Sustainable Funding



Several strategic factors have been assessed and considered in the development of Strategy 2016-2020. This analysis, along with our consultations, has helped us to shape our Plan. During consultations with our stakeholders, we were delighted to receive much positive feedback in relation to the development of the organisation and, in particular, in relation to the expansion in the type and variety of offerings in sport for our athletes, with Inter Club Activities and the development of sport leagues, each widening the opportunities for participation and competition and wider engagement between clubs in local communities.

A summary of some key considerations follow:

**- The most recent** information from the National Intellectual Disability Database (NIDD), published by the Health Research Board in November 2015 and covering the year 2014, show that there were 27,887 people with an intellectual disability (ID) registered in the Republic of Ireland. In Northern Ireland, various databases and research exist but none are considered definitive on the number of people with ID, primarily due to different terminology and definitions of same. However, based on a review of the various statistics, the population with ID is estimated to be 11,430. Taking a total population of people with ID across the island as just over 39,000 means that Special Olympics Ireland, with a total of 9,217 registered athletes, has an engagement and participation level of 24%, compared with a global average of approximately 2%. However, there is no room for complacency and it is recognised that there is still a significant number of persons with ID who may not yet have had the opportunity to get involved.

The profile of the population registered on the NIDD in 2014 show that 58% are male and 42% are female. In comparison, Special Olympics Ireland's athlete gender profile is quite similar, with 62% male and 38% female.

During 2014, there were 1,065 new registrations on the NIDD, the largest proportion of these in the 0-9-year age group. Looking at the age profile within Special Olympics Ireland registered athletes at the end of 2015, just 4% of our athletes are 9 years of age or less, 11% are aged 10-14 years old, with 50% ranging in age from 15 to 34 years of age and 35% of our athletes are 35 years of age or over. With the growing numbers in the 0-9 year age group evident (10% of population with ID are 9 years or under in ROI), and awareness levels about Special Olympics ever strong amongst the public, and demand growing to provide a programme that will introduce younger children with an intellectual disability to sport, Special Olympics Ireland needs to respond in order to introduce a new generation of athletes to the Programme.

The provision of services for persons with an intellectual disability has changed significantly, with a greater focus on living within local communities. According to the NIDD, over half of those over aged 18 years of ages or over now reside at home, with a further 6% living in Community Group Homes and 19% are living in residential services. This policy change in provision has an impact on services and clubs offering a Special Olympics Programme, with broader challenges existing in terms of the ability of this population to access clubs due to a range of challenges, including transport to and from training and supervision.



**- New legislation** has been enacted, and along with other regulatory compliance codes, standards and guidelines that have been introduced over the past few years, we will need to ensure we have robust systems in place to meet our legal and regulatory responsibilities and ensure best practice in terms of governance of Special Olympics Ireland.

**The most significant impacting legislation is listed below:**

- Charities Act (Northern Ireland) 2008
- Charities Act 2009 (Republic of Ireland)
- Companies Act (2014) (Republic of Ireland)
- Statement of Recommended Practice (SORP) For Charities – financial reporting
- National Vetting Bureau (Children and Vulnerable Persons) Act 2012
- Children First National Guidelines for the Protection and Welfare of Children

In addition to meeting legal and regulatory requirements at organisational level, volunteers in community clubs, managing the day-to-day operation of the club, will need support. Clubs will experience impact in terms of compliance with Vetting legislation and Athlete Protection Practices (Children First). We need to continue to drive standards for best practice governance, compliance and accountability in clubs.

**- Technology** is constantly evolving and will play a critical role as we progress through the next five years. The impact of social media channels has changed how we communicate, widened the potential reach of any organisation and presents opportunities for immediate and widespread engagement with diverse audiences. Our Communication Strategy will take account of new opportunities to expand our audience through increased and varied content and we will continue to develop in this sphere.

Demand for easy accessible information and online availability of support, services, information and data is growing. The organisation needs to look at how best to capture data and information and how to use and report on this data, in compliance with Data Protection legislation, but also in terms of efficiency and effectiveness. Introducing an online system of volunteer registration and an online affiliation system for clubs will be vital tools that will lead to better efficiencies generally and less demanding workload administratively on Club Management Teams.

We envisage that technology will have a critical role to play in supporting operations across the organisation in order to assist and support legal, regulatory, financial and administrative demands. Special Olympics Ireland's Information Technology (IT) infrastructure will need to take account of meeting demands and delivering this service. With Special Olympics Ireland's move to new offices in the National Sports Campus in 2016, investment in an IT Infrastructure that will equip and sustain the organisation into the future is opportune, critical and timely.

**- Health and Wellbeing** remains a focus for the population at large and even more so for persons with an intellectual disability. Special Olympics made great strides in setting up and rolling out a Health Promotion Programme to date and we will seek to extend this offering over the next five years, so that the athlete's health and wellbeing is an integral part of their sports training programme, daily life and is supported by family members. To do this successfully we will need to engage with clubs, athletes and their families.



**- During** consultations with our volunteers and club management teams when developing this Plan, a number of significant challenges emerged that we hope to address during the lifetime of this five-year strategy.

Some community clubs are finding it difficult to recruit and retain volunteers to support the long-term running of their club.

With continued financial challenges in the Disability Service Providers, and the move into communities, an increasing number of athletes are looking to join local community clubs. This increased demand, and a growing need for one-to-one supervision in some situations, means a much higher level of resourcing is required at club level.

The timeframe in getting volunteers vetted is adding to the difficulties experienced by clubs. However, it is expected that this timeframe will reduce significantly with the advent online vetting facility being available in both jurisdictions, in NI and ROI, from end of April 2016. Completion of Special Olympics Ireland's online Volunteer Registration is planned to coincide with this date.

Clubs have welcomed the developments in Volunteer Training opportunities - in coach education, club management and event management. Clubs are looking for further training opportunities, preferably online options but local to club, if not online.

Clubs indicated that due to frequent changes in volunteer personnel within clubs, knowledge and experience is often lost and assumptions may exist in relation to the knowledge and understanding at club level. A need to offer further and repeat training was identified.



challenges continued...

Team sports have grown considerably over the past strategic period. Spurred on by these developments and the attraction of team sports to athletes (and to the clubs), there is an interest and demand to introduce team competition opportunities for athletes under 16 years of age.

Concern still exists for the continued involvement of our older athletes in a programme of activity. Similarly, whilst many stakeholders very much welcome the introduction of a programme of activity for 4-7 year olds, some have concerns in relation to the impact any increase in athletes entering into local clubs might have on clubs that may already be struggling to attract and retain volunteers. Special Olympics Ireland will need to take these concerns into account in the introduction of the new programme for younger athletes and work and support clubs locally as these younger athletes seek to become part of community clubs and, at the other end, support older athletes who wish to remain engaged in activity at an appropriate level.

Sustaining clubs through support in Club Management governance and practice, enhancing knowledge and skill, and supporting the recruitment of club volunteers are key needs identified during the consultations.

Finally, we will need to address the findings of the Special Olympics Programme Health Impact Evaluation (SOPHIE) Study 2013- 2015, a research project undertaken by Dublin City University on behalf of Special Olympics Ireland. The study found that 'reducing barriers to to participation involves addressing issues of transport, costs associated with being involved, increasing volunteer numbers, identifying and addressing issues of particular concern to older parents and providing accessible information to attract more athletes. There needs to be an acknowledgement that current methods of communicating information are not always effective and Special Olympics should consider identifying additional ways of promoting participation. Overall, while the benefits of Special Olympics involvement are clearly evident throughout this study, challenges exist that need to be addressed if the vision of every person with ID having an opportunity to be involved in sport is to be achieved.'



## GOALS, OBJECTIVES AND KEY PERFORMANCE INDICATORS

### Goal 1: Enhance opportunities to enable athletes to participate and perform at their best

#### Objectives

#### 1. Improve the quality of Sports Programme offered

#### 2. Develop and promote opportunities for engagement and involvement of athletes

#### 3. Grow the Health and Wellbeing Programme to support athlete participation in sport and society

#### Key Performance Indicators

- Minimum coaching qualification standard for each coaching role as follows:

Role	Minimum Standard
Head Coach	Level 1 Coach <sup>1</sup>
Coach	Introductory Level Sport-Specific Coaching
Assistant Coaches	Introduction to Coaching Practices

- 10 new tutors<sup>2</sup>
- Continuing Professional Development (CPD) provided annually to trained tutors
- Grading tool in place for Basketball, 7-a-side Football and Floorball
- 7-a-side Football offered in 5 regions
- Floorball offered in 5 regions
- Competition structure confirmed for Open Water Swimming
- Tennis programme developed in at least one region and explored in other regions
- New Rhythmic Gymnastics routines in place
- Revised Recognition pathway in place for sports
- One new NGB partnership secured

- Long-term Athlete Involvement Pathway developed
- Young Athlete Programme established in 5 regions
- 20 certified Children's Tutors
- 200 new Young Athletes participants
- 20 new schools engaged with a Special Olympics Club
- Model developed for integration of a Special Olympics section/unit into an established National Governing Body Club
- 50 Unified Recreational events held
- 50 new athletes playing Level 2 Golf
- Leagues offered in 5 sports annually in each region
- Coaching materials and guide in place for under 16 year olds in basketball
- Inter club activities promoted annually amongst clubs
- Opportunities for older athletes promoted annually amongst clubs

- 100% Community Clubs with Health and Wellbeing programme
- Recruit 5 personnel annually (students and/or volunteers) to support a wider roll out of the Health and Wellbeing Programme
- Deliver monthly health message to all clubs and to all staff
- Health and Wellbeing training materials available online
- Maintain and develop Healthy Communities recognition
- 50 new healthcare professionals and students trained
- 1,600 Healthy Athlete screenings
- Maintain and develop Healthy Communities<sup>3</sup> recognition

<sup>1</sup> Each National Governing Body has established its own criteria in regards to levels of coaching. For these criteria, please refer to the Minimum Coaching Qualifications on the Special Olympics Ireland website.

<sup>2</sup> A tutor is a coach, trained and certified by Coaching Ireland, to play a key role in the design, delivery and review of coach education programmes.

<sup>3</sup> Healthy Communities is a Special Olympics International initiative



**Goal 2: Foster partnerships to drive a sustainable Special Olympics Programme and to build positive attitudes towards people with an intellectual disability**

Objectives	4. Refine and enhance the Volunteer Programme to provide an appropriate level of resources and trained volunteers	5. Garner and improve external support and awareness through PR and social media, celebrities and government engagement	6. Maximize external impact of Games and competitions to showcase athletes' abilities and to garner support
<p><b>Key Performance Indicators</b></p>	<ul style="list-style-type: none"> <li>● Volunteer Strategic Plan in place by June 2016</li> <li>● Facility for online registration in place and operational</li> <li>● Process in place for appropriate identification and assignment of volunteers to vacant roles</li> <li>● Volunteer Support Centres operating in all offices at least 4 days per week</li> <li>● 100% volunteers channelled through e-vetting process</li> <li>● Re-vetting process for volunteers in place to ensure all are vetted every 3 years</li> <li>● 4 new training modules available online for volunteers</li> <li>● Recruit, train and manage the volunteer workforces (Athletes, Management and Coaching Teams, Volunteer Teams) for the following:               <ul style="list-style-type: none"> <li>- 2016 Ireland Winter Event</li> <li>- 2017 World Winter Games</li> <li>- 2018 Ireland Summer Games</li> <li>- 2018 European Summer Games</li> <li>- 2019 World Summer Games</li> <li>- 2020 Ireland Winter Event</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● Communication Strategy in place by November 2016</li> <li>● New user-friendly updated website with accurate and up to date information</li> <li>● Implement Sponsorship agreements with sponsors annually</li> <li>● 4 sponsors retained for 4-year relationship</li> <li>● Annual Corporate Fundraising Plan agreed with each Region</li> <li>● 10 Regional events/projects sponsored</li> <li>● Strategy in place for sponsorship of Area and Regional Events by 2019</li> <li>● Over 100,000 of people publicly demonstrating support through social media (Facebook 81K, Twitter 17K, LinkedIn 4K)</li> <li>● 2% increase in awareness/attitudes in Northern Ireland</li> <li>● Increase income from Collection Day by 5% per annum resulting in €753,000 in 2020</li> <li>● Increase income from Polar Plunge to €100K per annum</li> <li>● Partnership Agreement in place with the Law Enforcement Torch Run</li> </ul>	<ul style="list-style-type: none"> <li>● All sports and events evaluated pre and post-event annually to ensure quality competitive events are offered</li> <li>● Event management teams recruited and trained pre-event for all competition events</li> <li>● Recruit, assign and train the Games Organising Committee for 2018 Special Olympics Ireland Games</li> <li>● 5 Regional Management Teams recruited and trained to support athletes at 2018 Special Olympics Ireland Games</li> <li>● Achieve €10.5m Advertising Value Equivalency in 2018</li> <li>● 2018 Games Sponsorship Plan in place</li> <li>● Design and Implement fundraising plan to deliver required target for 2018 Games</li> <li>● Invitations issued to families of competing athletes in a minimum of 5 events per year</li> <li>● Spectator Support Programme in place to attract family members, schools and local community groups</li> </ul>



**Goal 3: Build organisational capability to equip the organisation to respond effectively to current and future needs**

Objectives	7. Invest in Resources and Technology	8. Strengthen Leadership, Governance and Program Excellence	9. Generate Sustainable Funding
<p><b>Key Performance Indicators</b></p>	<ul style="list-style-type: none"> <li>● Fully operational office and training facilities in Abbotstown</li> <li>● Annual investment in Staff Training and Development Strategy circa 0.35% of costs</li> <li>● Volunteer Support Centre in Abbotstown staffed by volunteers for a minimum of 100 man-hours per week</li> <li>● Solid relationships and communication established with partners in Abbotstown</li> <li>● Office IT infrastructure and equipment in Abbotstown successfully meets the needs of the overall organisation</li> <li>● Update Finance System to address regulatory and legislative needs and to generate efficiencies</li> <li>● Update Human Resources (HR) System</li> <li>● Develop online registration for volunteers</li> <li>● Develop online system for Annual Affiliation of clubs</li> <li>● Upgrade and redevelop the Special Olympics Ireland Website</li> <li>● Upgrade Moodle Platform/software and equipment to facilitate development of training module</li> </ul>	<ul style="list-style-type: none"> <li>● Pathway for Volunteer Training and Development in place</li> <li>● 4 Governance and Compliance related courses developed and rolled out</li> <li>● Staff trained in use of online tools for developing training</li> <li>● 100% of new Regional Committee members trained in role</li> <li>● Annual Athlete Forum established in each region from 2017</li> <li>● 500 Athlete Leaders trained to undertake leadership roles</li> <li>● Ireland Athlete Leadership Forum in 2018</li> <li>● All Board Members complete Board Induction and Governance training</li> <li>● 4 new Patrons recruited to support the Programme by 2020</li> <li>● One project per year, at a minimum, supported by Patrons</li> <li>● SO Ireland Constitution revised</li> <li>● 75% Club Officers undertake prescribed training within specified timeframe for role</li> <li>● 50 clubs achieve Special Olympics Ireland Club Recognition Award standard</li> <li>● All registered volunteers to complete the requisite training under Children First legislation in accordance with Sport Ireland guidelines and Sport NI Child Protection</li> </ul>	<ul style="list-style-type: none"> <li>● Operate within the 5-year budget approved by the Board</li> <li>● Secure Core Government Grants to cover at least 42% of costs</li> <li>● Participation Fees and other income to cover 7% costs</li> <li>● Sponsorship and Fundraising to cover the balance of costs</li> <li>● Manage the designated reserve to ensure the continuity of the organisation</li> <li>● Monitor the performance investment portfolio toward achieving a target of 3.8% return per annum</li> <li>● Secure funding agreements with all core funders over the course of the Strategy</li> </ul>



**Financial Resources**

Our partnerships with our various funders are greatly valued and continue to be strategically critical in maintaining current levels of funding to ensure the sustainability of our organisation. We will continue to work with ROI and NI governments in relation to maintaining core grant funding towards sustaining the Special Olympics Programme across the island. Another significant long-term partnership is with our sponsor eir Group, formerly Eircom. Fundraising activities with the general public continue to be a major factor in generating required funds.

**FINANCIAL STRATEGY FOR THE FIVE YEAR PERIOD 2016 TO 2020**

	2016	2017	2018	2019	2020	2016-2020
	€'000	€'000	€'000	€'000	€'000	€'000
<b>INCOME:</b>						
Total Income:	4,855	5,132	7,151	6,365	5,144	28,647
<b>EXPENDITURE:</b>						
Total Expenditure (including Capital)	(5,951)	(5,386)	(7,515)	(6,195)	(5,490)	(30,537)
<b>RESERVES:</b>						
Investment from Unrestricted Reserves	174	151	364	(170)	346	865
Investment from Restricted Capital Fund	922	103	-	-	-	1,025
<b>NET POSITION</b>	0	0	0	0	0	0

**Note**

Included in total expenditure of €30.537m is an amount of €1.024m relating to new developments across the 2016-2020 Strategy. These new developments include plans for the further roll-out of the Health and Wellbeing Programme, the introduction of the Young Athlete Programme and increased investment in staff and volunteer training and development across the organisation over the period of the new strategy. New developments will be predominantly funded by €838k from new income streams.

Total expenditure also includes an amount of €1.025m for the Capital Investment Programme planned for 2016 and 2017.

Within Strategy 2016-2020 there are two significant elements to the Capital Programme, namely (i) providing for the relocation and fit-out of the Central, Eastern and Leinster offices to Abbotstown and (ii) the upgrading of the IT infrastructure and reporting systems.

The special contribution award from the Friends of Special Olympics Ireland restricted fund of €1.623m, received in 2015, will contribute towards the financing of the Capital Programme.



## **Human Resources**

Delivering on our Strategy is highly dependent on the support of dedicated volunteers, led and supported by our committed staff team. We will develop and expand the training opportunities afforded to our volunteers and to our staff members. Our aim is to develop highly-skilled individuals that will be equipped and supported to implement this new Strategy. As part of the Volunteer Strategy, we aim to create efficiencies and be more effective in the recruitment and assignment of volunteers to areas of need within the programme, matching skills with the relevant role requirements. We will continue to offer and develop online training resources for volunteers.

We will implement a Training and Development plan for staff members, encouraging growth and development, leading to continued professionalism in the support of programme development and delivery. The introduction of a new Human Resources System will assist in the tracking and management of staff training and development plans.

## **Technology Resources**

The IT infrastructure touches many aspects of running the Special Olympics Programme, from the applications that help manage sports competition to handling athlete and volunteer registration and information. IT supports the financial processes and transactions, accounting and reporting needs of the organisation. Crucially IT provides the tools that help us to make decisions and to communicate to all our stakeholders. Our aim is that our investment in technology will deliver value by improving productivity, by facilitating more effective communications and by helping us to make sound decisions based on the information and data that we capture. We will look to create effective tools and systems that will support the work of volunteers in clubs and, over time, reduce administration.

## **Physical Resources**

Our new office in the National Sports Campus will deliver savings on rental outlay, with a reduction from three to one office base for Central Office, Leinster (separate office prior to 2014 when moved to co-locate with Central Office) and the Eastern Region. The office location will offer opportunities and synergy with other National Governing Bodies of Sport.

## **IMPLEMENTATION AND MONITORING**

In order to manage the delivery of the Strategy and to track progress on key deliverables the following will take place on an annual basis:

- Key Performance Indicators and Targets will be set against the key objectives
- Project Plans will be developed with key tasks and milestones clearly identified
- Plans will be prioritised and budgets will be assigned
- Plans will be prepared by those who will be implementing them, as ownership of the plan is essential

Communication and ongoing consultation at all levels will also be a high priority throughout the implementation phase. This will include athletes, clubs and volunteers, Regional Committees, staff members and the Board of Directors. Progress will be monitored and reviewed on a regular basis against the key performance indicators and changes to plans will be implemented when and where necessary. All plans will also be subject to an overall review on an annual basis to ensure that the goals set out are being achieved.

